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ADDENDUM I

COMPARISON OF DDA SURVEY RESULTS  
WITH  
AGENCY-WIDE SURVEY RESULTS  
(SUMMER 1976)

1. (U) Survey data were computer processed using a statistical package program. An estimate was obtained on the level of significance of differences in employee responses by selected demographic groups. In this addendum, reference is made to the test of significance which established whether the observed difference in responses among the five career services was of such a magnitude that it could not be attributed to chance factors. No reference is made to survey questions where differences in employee responses according to career service affiliation had comparatively little statistical significance. Neither is an effort made here to offer an analysis or explanation as to why significant differences exist in employee responses among the career services to these survey questions.

2. (U) All Agency staff employees responding to a question make up the total sample which serves as the reference (norm). The norm in this instance refers to the mean (average) percentage of all respondents answering "yes" to a given survey question without regard for their background characteristics such as career service, age, education etc.

3. (U) The percentage of "yes" answers by employees of the DDA to each questionnaire item is converted into a standard score which reflects the relative deviation of the DDA Career Service percentage figure from the Agency mean percentage figure based on a normal distribution. This standard score is converted to a centile to establish the point in the distribution above which and below which any given percent of cases falls. The centile depicts the Career Service's relative position in the Agency with respect to the item in question. For example, a DDA Career Service centile score of 75 indicates that in only 25 times out of 100 would Agency employees at large respond more positively, i.e., with more 'yeses' to the question, than DDA Careerists. In this regard it should be noted that in certain instances a low centile score is the more preferred position. To illustrate, consider the question "Do higher level employees do too much lower level work?": a career service centile score of 10 would indicate that in marked contrast to the opinion of Agency employees at large, employees in that career service believe

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higher level employees do not do too much lower level work, i.e., significantly fewer employees in that career service answered 'yes' to the question.

4. (U) It should be remembered that actual measured differences in mid-centile range, 40-60 for example, are not as great as the actual measured differences of the centile ranges 1 to 21 and 79 to 99, because frequencies are much greater in the center of a normal distribution than they are at the extremes. The following guide is provided for interpreting centile information:

|         |  |
|---------|--|
| Centile | 1-15 (significantly below the average response)  |
| "       | 15-30 (borderline)                               |
|         | 30-70 (typical or average response)              |
|         | 70-85 (borderline)                               |
|         | 85-99 (significantly above the average response) |

5. (C) Before addressing individual survey questionnaire items per se, an evaluation of the overall success that DDA respondents feel the Agency has had in implementing or managing personnel programs should be noted. This evaluation, of course, is from the employees' perspective and is not intended to imply findings based on hard data nor a complete personnel management evaluation effort.

| <u>Question</u>  | <u>Centile</u> |
|--|----------------|
| Do you feel the Agency has made improvements in personnel management methods and operations in the past two years? | 90             |

A comparison of DDA employee attitudes on selected survey questions to those of Agency employees at large follows:

| <u>Question</u>  | <u>Centile</u> |
|--|----------------|
| Are you given enough work to do?   | 90             |
| Are you given too much work to be able to do a good job?   | 61             |
| Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management? | 87             |

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| <u>Question</u>   | <u>Centile</u> |
|---|----------------|
| Are you encouraged to develop your skills and abilities?  | 34             |
| Are you aware that your Career Service has Developmental Profiles which show the training and experience that are desirable for employees in certain occupational categories? | 25             |
| Have you read the profile applicable to your job?   | 15             |
| Do you feel free to discuss your career interests or problems with a career counselor?  | 64             |
| Do you feel that your Career Service provides satisfactorily for employee career development needs?   | 81             |
| Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an Agency employee?   | 89             |
| Do you feel the Agency counseling services in the following areas are satisfactory in meeting employee needs?   |                |
| Career Development<br>(career planning, training, assignments, etc.)  | 83             |
| On the Job Problems<br>(supervisor, safety, materials, equipment, etc.)   | 91             |

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Question

|   | <u>Centile</u> |
|---|----------------|
| Problems related to Agency Employment (cover, security, conflict of interests, etc.)                        | 75             |
| Do you feel you would jeopardize your standing in your Career Service if you responded to a vacancy notice? | 90             |
| Do you believe the Agency vacancy notice system works satisfactorily?                                       | 72             |
| Are you able to get the training you need to do your job well?  | 52             |
| Are your training needs given adequate attention by your supervisor?  | 27             |
| Do you understand your Career Service (Career Sub-Group) promotion system?                                  | 57             |
| Do you think that promotions are given fairly in your Career Service (Career Sub-Group)?                    | 17             |
| Are you kept pretty well informed of how you are doing on the job?  | 32             |
| Are you aware of the criteria upon which your supervisor determines your fitness report training?           | 43             |

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| <u>Question</u>   | <u>Centile</u> |
|---|----------------|
| Has your LOI helped you to better understand your job?  | 31             |
| Do you understand your Career Service's comparative evaluation system?  | 85             |
| Do you know the criteria used to determine rankings on the competitive evaluation list (CEL) on which you are ranked? | 87             |
| Are employees from racial minority groups generally treated worse in your Career Service?                             | 5              |
| Are female employees generally treated worse in your Career Service?  | 15             |
| Do you think the system for handling discrimination complaints is effective?  | 85             |
| Do you believe better job opportunities on a fair, competitive basis have been denied you because of your race?       | 23             |
| Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?        | 18             |
| Do you feel the Agency is making progress in providing equal employment opportunities for all employees?              | 83             |

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| <u>Question</u>  | <u>Centile</u> |
|--|----------------|
| Have you looked through the Personnel Handbook for your Directorate?   | 17             |
| If so, is the Directorate Personnel Handbook a useful reference on questions about personnel matters?                  | 20             |
| Is your pay fair for the job you do?   | 57             |
| Are you usually able to take annual leave when you need to?  | 74             |
| Do you understand what actions to take to protect your potential benefits should you incur an injury while on the job? | 88             |
| Would you rate the following satisfactory at your job location?  |                |
| Cleanliness satisfactory?  | 88             |
| Eating facilities satisfactory?  | 17             |
| Parking facilities satisfactory?   | 90             |
| Temperature satisfactory?  | 83             |
| Space satisfactory?  | 86             |
| Are you confident you know what a grievance is?  | 56             |
| Is there adequate opportunity for rotational assignments to other positions in your Career Service?                    | 89             |

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Question

Centile

|  |    |
|--|----|
| Do you feel the Agency morale has been negatively affected by external disclosures, e.g. Congressional Investigations?   | 33 |
| Do you think the Agency's ability to fulfill its function in the near future (1-2 years) will be seriously hampered as a result of the Congressional Investigations? | 68 |
| In the long run (2 years and more) do you feel the investigations will have a beneficial effect on the Agency's operation?   | 43 |
| Have these external pressures (investigations, disclosures, etc.) had any significant negative influence on your ability to do your job?                             | 10 |
| Do you feel the overall level of morale at this time in your component is high?  | 50 |

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